

HIGHLIGHT set on as ''  
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? b core,PAPERSMJ,PAPERSEU,570,635,8,7,14,94,6,34,434  
>>> 77 does not exist  
>>> 278 does not exist  
>>> 14 does not exist  
>>>3 of the specified files are not available  
24nov04 15:51:56 User264677 Session D51.2  
\$0.00 0.100 DialUnits File410  
\$0.00 Estimated cost File410  
\$0.75 TELNET  
\$0.75 Estimated cost this search  
\$0.75 Estimated total session cost 0.308 DialUnits

SYSTEM:OS - DIALOG OneSearch

File 15:ABI/Inform(R) 1971-2004/Nov 24  
(c) 2004 ProQuest Info&Learning  
\*File 15: Alert feature enhanced for multiple files, duplicate  
removal, customized scheduling. See HELP ALERT.  
File 9:Business & Industry(R) Jul/1994-2004/Nov 23  
(c) 2004 The Gale Group  
File 623:Business Week 1985-2004/Nov 23  
(c) 2004 The McGraw-Hill Companies Inc  
File 810:Business Wire 1986-1999/Feb 28  
(c) 1999 Business Wire  
File 275:Gale Group Computer DB(TM) 1983-2004/Nov 24  
(c) 2004 The Gale Group  
File 624:McGraw-Hill Publications 1985-2004/Nov 19  
(c) 2004 McGraw-Hill Co. Inc  
\*File 624: Homeland Security & Defense and 9 Platt energy journals added  
Please see HELP NEWS624 for more  
File 636:Gale Group Newsletter DB(TM) 1987-2004/Nov 24  
(c) 2004 The Gale Group  
File 621:Gale Group New Prod.Annou.(R) 1985-2004/Nov 24  
(c) 2004 The Gale Group  
File 813:PR Newswire 1987-1999/Apr 30  
(c) 1999 PR Newswire Association Inc  
File 16:Gale Group PROMT(R) 1990-2004/Nov 24  
(c) 2004 The Gale Group  
\*File 16: Alert feature enhanced for multiple files, duplicate  
removal, customized scheduling. See HELP ALERT.  
File 160:Gale Group PROMT(R) 1972-1989  
(c) 1999 The Gale Group  
File 148:Gale Group Trade & Industry DB 1976-2004/Nov 24  
(c) 2004 The Gale Group  
\*File 148: Alert feature enhanced for multiple files, duplicate  
removal, customized scheduling. See HELP ALERT.  
File 20:Dialog Global Reporter 1997-2004/Nov 24  
(c) 2004 The Dialog Corp.  
File 35:Dissertation Abs Online 1861-2004/Oct  
(c) 2004 ProQuest Info&Learning  
File 583:Gale Group Globalbase(TM) 1986-2002/Dec 13  
(c) 2002 The Gale Group  
\*File 583: This file is no longer updating as of 12-13-2002.  
File 65:Inside Conferences 1993-2004/Nov W3  
(c) 2004 BLDSC all rts. reserv.  
File 2:INSPEC 1969-2004/Nov W2  
(c) 2004 Institution of Electrical Engineers  
\*File 2: Alert feature enhanced for multiple files, duplicates  
removal, customized scheduling. See HELP ALERT.  
File 233:Internet & Personal Comp. Abs. 1981-2003/Sep  
(c) 2003 EBSCO Pub.

SPM

11/24/04

\*File 233: File 233 is closed (no longer updating).  
File 99:Wilson Appl. Sci & Tech Abs 1983-2004/Oct  
(c) 2004 The HW Wilson Co.  
File 473:FINANCIAL TIMES ABSTRACTS 1998-2001/APR 02  
(c) 2001 THE NEW YORK TIMES

\*File 473: This file will not update after March 31, 2001.  
It will remain on Dialog as a closed file.

File 474:New York Times Abs 1969-2004/Nov 23  
(c) 2004 The New York Times

File 475:Wall Street Journal Abs 1973-2004/Nov 23  
(c) 2004 The New York Times

File 634:San Jose Mercury Jun 1985-2004/Nov 23  
(c) 2004 San Jose Mercury News

File 256:TecInfoSource 82-2004/Nov  
(c) 2004 Info.Sources Inc

File 348:EUROPEAN PATENTS 1978-2004/Nov W02  
(c) 2004 European Patent Office

File 349:PCT FULLTEXT 1979-2002/UB=20041118,UT=20041111  
(c) 2004 WIPO/Univentio

File 347:JAPIO Nov 1976-2004/Jul(Updated 041102)  
(c) 2004 JPO & JAPIO

\*File 347: JAPIO data problems with year 2000 records are now fixed.  
Alerts have been run. See HELP NEWS 347 for details.

File 387:The Denver Post 1994-2004/Nov 23  
(c) 2004 Denver Post

File 471:New York Times Fulltext 90-Day 2004/Nov 24  
(c) 2004 The New York Times

File 492:Arizona Repub/Phoenix Gaz 19862002/Jan 06  
(c) 2002 Phoenix Newspapers

\*File 492: Not updating. See instead File 990 for current  
articles from the Arizona Republic.

File 494:St LouisPost-Dispatch 1988-2004/Nov 22  
(c) 2004 St Louis Post-Dispatch

File 498:Detroit Free Press 1987-2004/Nov 19  
(c) 2004 Detroit Free Press Inc.

File 631:Boston Globe 1980-2004/Nov 24  
(c) 2004 Boston Globe

File 633:Phil.Inquirer 1983-2004/Nov 23  
(c) 2004 Philadelphia Newspapers Inc

File 638:Newsday/New York Newsday 1987-2004/Nov 24  
(c) 2004 Newsday Inc.

File 640:San Francisco Chronicle 1988-2004/Nov 24  
(c) 2004 Chronicle Publ. Co.

File 641:Rocky Mountain News Jun 1989-2004/Nov 23  
(c) 2004 Scripps Howard News

File 702:Miami Herald 1983-2004/Nov 23  
(c) 2004 The Miami Herald Publishing Co.

File 703:USA Today 1989-2004/Nov 23  
(c) 2004 USA Today

File 704:(Portland)The Oregonian 1989-2004/Nov 23  
(c) 2004 The Oregonian

File 713:Atlanta J/Const. 1989-2004/Nov 21  
(c) 2004 Atlanta Newspapers

File 714:(Baltimore) The Sun 1990-2004/Nov 24  
(c) 2004 Baltimore Sun

File 715:Christian Sci.Mon. 1989-2004/Nov 24  
(c) 2004 Christian Science Monitor

File 725:(Cleveland)Plain Dealer Aug 1991-2004/Nov 23  
(c) 2004 The Plain Dealer

File 735:St. Petersburg Times 1989- 2004/Nov 22  
(c) 2004 St. Petersburg Times

File 476:Financial Times Fulltext 1982-2004/Nov 24

(c) 2004 Financial Times Ltd  
 File 477:Irish Times 1999-2004/Nov 10  
 (c) 2004 Irish Times  
 File 710:Times/Sun.Times(London) Jun 1988-2004/Nov 23  
 (c) 2004 Times Newspapers  
 File 711:Independent(London) Sep 1988-2004/Nov 19  
 (c) 2004 Newspaper Publ. PLC  
 \*File 711: Use File 757 for full current day's news of the Independent, as  
 as well as full coverage of many additional European news sources.  
 File 756:Daily/Sunday Telegraph 2000-2004/Nov 22  
 (c) 2004 Telegraph Group  
 File 757:Mirror Publications/Independent Newspapers 2000-2004/Nov 22  
 (c) 2004  
 File 570:Gale Group MARS(R) 1984-2004/Nov 24  
 (c) 2004 The Gale Group  
 File 635:Business Dateline(R) 1985-2004/Nov 24  
 (c) 2004 ProQuest Info&Learning  
 File 8:Ei Compendex(R) 1970-2004/Nov W2  
 (c) 2004 Elsevier Eng. Info. Inc.  
 File 7:Social SciSearch(R) 1972-2004/Nov W3  
 (c) 2004 Inst for Sci Info  
 File 94:JICST-EPlus 1985-2004/Oct W4  
 (c)2004 Japan Science and Tech Corp(JST)  
 File 6:NTIS 1964-2004/Nov W2  
 (c) 2004 NTIS, Intl Cpyrght All Rights Res  
 File 34:SciSearch(R) Cited Ref Sci 1990-2004/Nov W3  
 (c) 2004 Inst for Sci Info  
 File 434:SciSearch(R) Cited Ref Sci 1974-1989/Dec  
 (c) 1998 Inst for Sci Info

Set	Items	Description
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?	s	mcdonald??(10w) (jit or just(2w)time)
		Processing
	Processed	10 of 59 files ...
		Processing
	Processed	20 of 59 files ...
		Processing
	Processed	30 of 59 files ...
		Processing
	Processed	50 of 59 files ...
		Completed processing all files
		558446 MCDONALD??
		31109 JIT
		18399853 JUST
		36010974 TIME
		315705 JUST(2W)TIME
	S1	117 MCDONALD??(10W) (JIT OR JUST(2W)TIME)
	?	s s1 and pd=<20000105
	>>>	File 15 processing for PD= : PD=20000105
	>>>	started at PD=710000 stopped at PD=930100
	>>>	File 9 processing for PD= : PD=20000105
	>>>	started at PD=100305 stopped at PD=980829
	>>>	File 810 processing for PD= : PD=20000105
	>>>	started at PD=850116 stopped at PD=911126
	>>>	File 275 processing for PD= : PD=20000105
	>>>	started at PD=140103 stopped at PD=881201
	>>>	File 624 processing for PD= : PD=20000105
	>>>	started at PD=104 stopped at PD=921125
	>>>	File 636 processing for PD= : PD=20000105
	>>>	started at PD=19880101 stopped at PD=19940318
	>>>	File 621 processing for PD= : PD=20000105

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>>> started at PD=00000000 stopped at PD=19910208
>>>File 813 processing for PD= : PD=20000105
>>> started at PD=100000 stopped at PD=900919
>>>File 16 processing for PD= : PD=20000105
>>> started at PD=19900101 stopped at PD=19950623
Processing
Processed 10 of 59 files ...
>>>File 160 processing for PD= : PD=20000105
>>> started at PD=2103 stopped at PD=770314
>>>File 148 processing for PD= : PD=20000105
>>> started at PD=140105 stopped at PD=830723
Processing
>>>One or more prefixes are unsupported
>>> or undefined in one or more files.
>>>File 583 processing for PD= : PD=20000105
>>> started at PD=100001 stopped at PD=890215
>>>File 99 processing for PD= : PD=20000105
>>> started at PD=DEC.1200 stopped at PD=19910204
Processed 20 of 59 files ...
>>>File 474 processing for PD= : PD=20000105
>>> started at PD=101111 stopped at PD=740531
>>>File 475 processing for PD= : PD=20000105
>>> started at PD=191111 stopped at PD=810212
>>>File 634 processing for PD= : PD=20000105
>>> started at PD=850602 stopped at PD=901203
>>>File 348 processing for PD= : PD=20000105
>>> started at PD=78 stopped at PD=991202
Processing
>>>File 347 processing for PD= : PD=20000105
>>> started at PD=197610 stopped at PD=19830411
>>>File 387 processing for PD= : PD=20000105
>>> started at PD=931204 stopped at PD=990629
>>>File 492 processing for PD= : PD=20000105
>>> started at PD=11/10/99 stopped at PD=910917
Processed 30 of 59 files ...
>>>File 494 processing for PD= : PD=20000105
>>> started at PD=2/7/2001 stopped at PD=930605
>>>File 498 processing for PD= : PD=20000105
>>> started at PD=12 stopped at PD=920613
>>>File 631 processing for PD= : PD=20000105
>>> started at PD=11/14/99 stopped at PD=850514
>>>File 633 processing for PD= : PD=20000105
>>> started at PD=830101 stopped at PD=880818
>>>File 638 processing for PD= : PD=20000105
>>> started at PD=25, stopped at PD=920626
>>>File 640 processing for PD= : PD=20000105
>>> started at PD=850209 stopped at PD=930616
>>>File 641 processing for PD= : PD=20000105
>>> started at PD=890523 stopped at PD=941104
Processing
>>>File 702 processing for PD= : PD=20000105
>>> started at PD=801018 stopped at PD=880529
>>>File 703 processing for PD= : PD=20000105
>>> started at PD=880531 stopped at PD=951130
>>>File 704 processing for PD= : PD=20000105
>>> started at PD=890101 stopped at PD=940619
>>>File 713 processing for PD= : PD=20000105
>>> started at PD=880117 stopped at PD=940529
>>>File 714 processing for PD= : PD=20000105
>>> started at PD=900903 stopped at PD=960301
>>>File 715 processing for PD= : PD=20000105
>>> started at PD=890103 stopped at PD=970606
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>>>File 735 processing for PD= : PD=20000105  
>>> started at PD=25UARY stopped at PD=950402  
>>>File 476 processing for PD= : PD=20000105  
>>> started at PD=19820102 stopped at PD=19881015  
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>>>File 710 processing for PD= : PD=20000105  
>>> started at PD=880601 stopped at PD=931130  
>>>File 711 processing for PD= : PD=20000105  
>>> started at PD=880919 stopped at PD=941112  
>>>File 570 processing for PD= : PD=20000105  
>>> started at PD=19840102 stopped at PD=19910623  
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>>> started at PD=1190 stopped at PD=910821

Processing

Completed processing all files

117 S1

28897569 PD=<20000105

S2 27 S1 AND PD=<20000105

? t s2/3,k/1

| Viewed all 27 3,1K

? s mcdonald\$1(5n) (just(w) for(w) you)  
     0 MCDONALD\$1  
     18399853 JUST  
     5628 FOR  
     17071145 YOU  
 S3      0 MCDONALD\$1(5N) (JUST(W) FOR(W) YOU)  
 ? s mcdonald??(5n) (made(w) for(w) you)  
     558446 MCDONALD??  
     22928467 MADE  
     5628 FOR  
     17071145 YOU  
 S4      0 MCDONALD??(5N) (MADE(W) FOR(W) YOU)  
 ? s mcdonald??(5n) (made(2w) you)  
 Processed 10 of 59 files ...  
 Processing  
 Processing  
 Processed 20 of 59 files ...  
 Processing  
 Processed 40 of 59 files ...  
 Completed processing all files  
     558446 MCDONALD??  
     22928467 MADE  
     17071145 YOU  
 S5      379 MCDONALD??(5N) (MADE(2W) YOU)  
 ? s s5 and pd<=20000105  
 >>>File 15 processing for PD= : PD=20000105  
 >>> started at PD=710000 stopped at PD=930100  
 >>>File 9 processing for PD= : PD=20000105  
 >>> started at PD=100305 stopped at PD=980829  
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 >>> started at PD=850116 stopped at PD=911126  
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 >>> started at PD=104 stopped at PD=921125  
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 >>> started at PD=19880101 stopped at PD=19940318  
 >>>File 621 processing for PD= : PD=20000105  
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 >>>File 813 processing for PD= : PD=20000105  
 >>> started at PD=100000 stopped at PD=900919  
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 >>> started at PD=19900101 stopped at PD=19950623  
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 Processed 10 of 59 files ...  
 >>>File 160 processing for PD= : PD=20000105  
 >>> started at PD=2103 stopped at PD=770314  
 >>>File 148 processing for PD= : PD=20000105  
 >>> started at PD=140105 stopped at PD=830723  
 >>>One or more prefixes are unsupported  
 >>> or undefined in one or more files.  
 >>>File 583 processing for PD= : PD=20000105  
 >>> started at PD=100001 stopped at PD=890215  
 >>>File 99 processing for PD= : PD=20000105  
 >>> started at PD=DEC.1200 stopped at PD=19910204  
 Processed 20 of 59 files ...  
 >>>File 474 processing for PD= : PD=20000105  
 >>> started at PD=101111 stopped at PD=740531  
 Processing  
 >>>File 475 processing for PD= : PD=20000105  
 >>> started at PD=191111 stopped at PD=810212  
 >>>File 634 processing for PD= : PD=20000105

FPM  
 11/24/04

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>>> started at PD=850602 stopped at PD=901203
>>>File 348 processing for PD= : PD=20000105
>>> started at PD=78 stopped at PD=991202
>>>File 347 processing for PD= : PD=20000105
>>> started at PD=197610 stopped at PD=19830411
Processing
>>>File 387 processing for PD= : PD=20000105
>>> started at PD=931204 stopped at PD=990629
>>>File 492 processing for PD= : PD=20000105
>>> started at PD=11/10/99 stopped at PD=910917
Processed 30 of 59 files ...
>>>File 494 processing for PD= : PD=20000105
>>> started at PD=2/7/2001 stopped at PD=930605
>>>File 498 processing for PD= : PD=20000105
>>> started at PD=12 stopped at PD=920613
>>>File 631 processing for PD= : PD=20000105
>>> started at PD=11/14/99 stopped at PD=850514
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>>> started at PD=25, stopped at PD=920626
>>>File 640 processing for PD= : PD=20000105
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>>> started at PD=890101 stopped at PD=940619
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>>> started at PD=880117 stopped at PD=940529
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>>> started at PD=900903 stopped at PD=960301
>>>File 715 processing for PD= : PD=20000105
>>> started at PD=890103 stopped at PD=970606
>>>File 735 processing for PD= : PD=20000105
>>> started at PD=25UARY stopped at PD=950402
>>>File 476 processing for PD= : PD=20000105
>>> started at PD=19820102 stopped at PD=19881015
>>>File 710 processing for PD= : PD=20000105
>>> started at PD=880601 stopped at PD=931130
Processing
>>>File 711 processing for PD= : PD=20000105
>>> started at PD=880919 stopped at PD=941112
Processed 40 of 59 files ...
>>>File 570 processing for PD= : PD=20000105
>>> started at PD=19840102 stopped at PD=19910623
>>>File 635 processing for PD= : PD=20000105
>>> started at PD=1190 stopped at PD=910821
Completed processing all files
      379 S5
      28897569 PD<=20000105
      S6      35 S5 AND PD<=20000105
? s s6 and timer
      35 S6
      199836 TIMER
      S7      0 S6 AND TIMER
? s s6 and waste
      35 S6
      2369741 WASTE

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S8 2 S6 AND WASTE  
? t s8/3,k/1

1 viewed 1,2 (all) 3,K

8/3,K/1 (Item 1 from file: 9)  
DIALOG(R)File 9:Business & Industry(R)  
(c) 2004 The Gale Group. All rts. reserv.



2/9/5 (Item 5 from file: 9)  
DIALOG(R) File 9:Business & Industry(R)  
(c) 2004 The Gale Group. All rts. reserv.

1802222 Supplier Number: 01802222 (THIS IS THE FULLTEXT)  
McD's puts new priority on speed  
(McDonald's new prototype in Colorado Springs, CO, serves up food orders in average 2.1 minutes, 30% faster than regular units; prototype also cuts waste)  
Advertising Age, v 68, n 15, p 49  
April 14, 1997  
DOCUMENT TYPE: Journal ISSN: 0001-8899 (United States)  
LANGUAGE: English RECORD TYPE: Fulltext  
WORD COUNT: 836

ABSTRACT:

McDonald's Corp reports the prototype in Colorado Springs, CO, which opened in 8/96, serves up food orders in an average of 2.1 minutes, 30% faster than regular units. The prototype, now a destination for other McDonald's franchisees, also almost eliminates waste. McDonald's is working to reverse 8 quarters of declining domestic sales and regain market share lost to Wendy's International and Burger King Corp by turning to its franchisees and suppliers for help. Domestic sales accounted for over 50%, or \$16.37 bil, of McDonald's total sales of \$31.81 bil in 1996, but 1996 US corporate earnings fell 9.5% in 1996, to \$1.14 bil.

TEXT:

High-tech test restaurant offers custom orders, more efficiency

By Jennifer Waters

The future of McDonald's Corp. may be in Colorado Springs, Colo., a lush and hilly city of 350,000 that prospers in the shadow of Pike's Peak.

On the town's booming east side sits a high-tech McDonald's with five drive-through windows. Employees use computer touchscreens to zap orders to the kitchen. Beverage dispensers drop a cup, fill it with ice and soda, and whisk the drink down a conveyor to a checkout counter. And the custom-assembled food -- extra mayo, please, and hold the onions -- is guaranteed to arrive within 3.5 minutes, or the meal is free.

The whole process typically takes 2.1 minutes -- at least 30% speedier than the typical McDonald's, sources say -- and waste is almost eliminated.

TEST STARTED IN AUGUST

Franchisee Steve Bigari, who refuses to be interviewed, quietly opened the test restaurant in August. It's now a franchisee destination, attracting curious McDonald's owners from around the country.

Even McDonald's USA President-CEO Edward Rensi reportedly is impressed. On his first visit, Mr. Rensi pitted the system against the dock by special-ordering n hamburgers. The system won.

Good test results are embraced these days at McDonald's headquarters, where the corporate catchphrase has become: Fix it fast.

Scrambling to reverse eight quarters of declining domestic sales and regain lost market share from Burger King Corp. and Wendy's International, McDonald's is pushing its most trusted franchisees and largest suppliers to remake the burger, improve the service and cut the costs of labor, ingredients and waste.

The stakes are high. Never before has the world's largest fast-food chain been forced to rattle procedures and operations from top to bottom. The price tag on revamping McDonald's 12,000 U.S. kitchens to work like Mr. Bigari's alone would be a staggering \$1.2 billion, estimated Dick Adams, a former franchisee and executive director of a group of dissident McDonald's owners.

But the long-term payoff could be just as weighty. Saving precious seconds could be worth hundreds of millions of dollars annually in both sales and bottom-line growth. And offering U.S. consumers fresher, tastier food could finally give the chain an edge over competitors that many observers believe sell a better product.

#### LOOKING FOR NEW CUSTOMERS

As McDonald's U.S. Chairman Jack Greenberg recently noted in a conference call with analysts: If each day, one new customer comes in every other hour, that's \$15,000 in annual sales per restaurant -- or roughly \$150 million in new domestic sales.

Now, Mr. Bigari and franchisees throughout the country are testing technologies and management tools that could make the old McDonald's fast-food factory more closely resemble rival Wendy's, where custom orders are de rigueur. Only McDonald's wants to do it faster.

Among the technological innovations that could help the chain pull it off are computer systems that alert kitchen staff to imminent peak periods and robotic french-fry systems that fill fry baskets and even shake and dump the cooked fries.

#### NEWEST TACTICS

The latest strategy from headquarters -- they change frequently, report those close to the workings of McDonald's all for installing new equipment, systems and procedures in the next 18 months at an undetermined number of restaurants.

It's an ambitious necessity. The domestic division accounts for more than 50% of McDonald's total systemwide sales, which last year hit \$31.81 billion, but corporate earnings from the U.S. division fell 9.5% to \$1.14 billion on revenues of \$16.37 billion.

So far this year, the company claims, sales numbers look promising. Analysts, however, don't expect a huge recovery.

"They've got to do something major now to affect the speed and quality of food," said Joseph Buckley, a Bear Stearns & Co. analyst.

Indeed, consumers rank McDonald's last in taste preference, according to a national survey recently conducted by market researcher Leo J. Shapiro & Associates.

McDonald's appears to be listening. The company declines comment, but at a manufacturers symposium in February, a dozen McDonald's executives outlined goals of a program dubbed **JIT**, for "**just in time**"

At McDonald's, that means made-to-order sandwiches and devising a process that ultimately would get the goods to the diner in less than a minute.

#### MORE EFFICIENCY

The best way to achieve that, most suppliers and franchisees believe, is through a combination of cranking up cooking temperatures, reworking how a

sandwich is "built" and installing new cooking and computer software.

McDonald's existing systems are hardly technological marvels. Restaurant managers predict the ebb and flow of customers and the volume-oriented procedures tend to shine only at peak periods.

Computerization is crucial to the new procedures. Upgraded software transmits order information immediately and accurately. Plus, computers predict ebb and flow more precisely than people can. Analysts applaud the moves, but are wary.

"It's certainly a step in the right direction," said Janice Meyer of Donaldson Lufkin & Jenrette Securities Corp. "Whether it can close the gap on quality remains to be seen."

Ms. Waters is an associate editor for Crain's Chicago Business. Darlene Bucher in Colorado Springs contributed to this story.

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COMPANY NAMES: MCDONALD'S CORP

INDUSTRY NAMES: Fast foods

PRODUCT NAMES: Restaurants, fast-food and carry out (581229)

CONCEPT TERMS: All product and service information; Product development

GEOGRAPHIC NAMES: North America (NOAX); United States (USA)

?